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## The Effect of Internal Communication and Career Sustainability on Job Satisfaction Mediated by Work Motivation

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### ABSTRACT

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**Objectives:** This study aims to analyze the causal relationship between internal communication and career sustainability on job satisfaction with work motivation as a mediating variable. The urgency of this study arises from the need to enhance job satisfaction among employees in higher education institutions in order to align with the demands of Sustainable Development Goals (SDGs) 4 (Quality Education) and 8 (Decent Work and Economic Growth) within the higher education sector.

**Methodology:** A quantitative approach with an associative causal research design was employed. Data were collected using a survey method with a questionnaire instrument. Data analysis was carried out using Partial Least Squares–Structural Equation Modeling (PLS-SEM).

**Finding:** The findings demonstrate that internal communication and career sustainability positively influence both work motivation and job satisfaction. Moreover, work motivation is proven to act as a partial mediator, further amplifying the effect of internal communication and career sustainability on job satisfaction.

**Conclusion:** These findings not only contribute theoretically by enriching the model intervariable relationships in the education sector context but also offer practical implications. This study recommends improving the effectiveness of internal communication and developing sustainable career programs as essential strategies for enhancing employee work motivation, which is ultimately serves as a crucial factor in improving job satisfaction in the Mercu Buana University environment.

**Keywords:** Internal Communication; Career Sustainability; Work Motivation; Job Satisfaction; Education Sector.

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### INTRODUCTION

With the advent of sustainable development, known as the Sustainable Development Goals (SDGs), which have now become a benchmark for implementation in all business sectors, this has become a major focus worldwide in addressing increasingly complex global challenges, such as social inequality, the low quality of education, and the increasing need for decent work. The United Nations (UN) is striving to establish the Sustainable Development Goals (SDGs) as a global development effort to achieve human well-being and sustainability through 17 interrelated primary goals. Of the 17 SDGs, two are interconnected in the context of higher education: SDG 4 (Quality Education) and SDG 8 (Decent Work and Economic Growth).

Improving job satisfaction among employees in educational institutions is a crucial aspect in supporting the achievement of the Sustainable Development Goals (SDGs), particularly Goal 4 (Quality Education) and Goal 16 (Decent Work and Economic Growth). SDG 4 emphasizes the importance of improving the quality of education and developing human resources. Meanwhile, SDG 8 focuses on the creation of decent work, high productivity, and economic sustainability. Within higher education institutions, increased job satisfaction can be achieved through the implementation of effective internal communication and a well-planned career sustainability program. These two aspects not only help employees create a communicative and supportive work environment but also enhance their self-competence. They can also foster self-confidence and higher work motivation. When work motivation increases, employees tend to feel more satisfied with their jobs, thus creating a positive and productive work atmosphere. Work motivation serves as a mediating factor linking the effectiveness of internal communication and career sustainability with job satisfaction. Employees with high work motivation generally demonstrate commitment and optimal work performance.

Job satisfaction reflects the extent to which an individual is satisfied with their job. This is influenced by various factors such as working conditions, relationships with coworkers and superiors, reward systems, career opportunities, and the balance between work and skills. Satisfied employees will demonstrate commitment, high motivation, and high work productivity. Conversely, employees who are dissatisfied with their jobs will decrease their work enthusiasm and increase work stress, and the low quality of services provided. Mercuru Buana University is a private university operating in the higher education sector. Therefore, attention to the level of job satisfaction among educational staff is crucial for Mercuru Buana University to ensure that all academics can optimally carry out their roles and responsibilities to achieve the university's vision and mission.

Several variables influence job satisfaction, as shown in the pre-survey results presented in Table 1.3. 64.5% of education staff stated that communication within the organization was not yet fully smooth. Internal communication was the most dominant factor. Furthermore, work motivation was crucial; 61.3% of education staff stated that their motivation to improve their performance was declining due to limited professional development opportunities. An additional factor was career sustainability, as indicated by 61.3%'s perception of limited opportunities for promotion and career development.

Various studies in recent years have shown that factors such as internal communication and career sustainability are related to job satisfaction. (Sulaiman et al., 2022) explain that internal communication is a crucial factor influencing employee job satisfaction, particularly in the context of childcare institutions in Kedah, Malaysia. However, this research focused on the early childhood education sector and did not fully examine how internal communication plays a role in improving job satisfaction in higher education settings. Open and well-structured communication between work units can improve shared understanding of tasks and reduce the potential for misunderstandings, ultimately positively impacting employee job satisfaction within the organization. However, research by (Setiawan, D., Dunan, 2024) found no effect of internal communication on job satisfaction in the manufacturing sector. Research by (Awibowo & Ramli, 2025) showed that work motivation plays a significant role in increasing job satisfaction in the manufacturing industry, specifically at PT Tembaga Mulia Semanan Tbk. This study highlighted that employees with high levels of motivation tend to be more satisfied with their jobs.

Ozbilen et al. (2024) confirmed that career sustainability has a positive and significant impact on job satisfaction in workers who gain constructive work experiences. These experiences can include promotional opportunities, increased flexibility in work arrangements, compensation adjustments, successful project completion, or transfers to better positions. Research findings indicate that positive work events not only have a direct impact on job satisfaction during the period in which they occur, but also produce a lasting effect that is still felt for at least one year afterward. This condition reflects that positive work experiences also support career sustainability by improving health, psychological well-being, and employee performance. Therefore, the more positive work events an individual experiences throughout their career, the stronger the level of job satisfaction and optimism towards long-term career prospects, which ultimately strengthens the realization of career sustainability. However, the results of research conducted by (Himawan, 2024) stated that career sustainability does not directly affect employee job satisfaction in the tourism sector (hospitality and recreation).

Therefore, there is a research gap for further research studies, in order to find potential relationships between variables and provide insights for optimizing job satisfaction in the higher education sector. Based on the pre-survey and the relevance and research gaps from previous studies, further research is needed related to Job Satisfaction based on Internal Communication and Career Sustainability with Work Motivation as the mediating variable to obtain the most influential variables on Job Satisfaction. Therefore, this study aims to analyze the influence of internal communication and career sustainability on job satisfaction mediated by work motivation in educational staff at Mercu Buana University as a strategic step to support the achievement of SDGs 4 and SDGs 8 through improving the quality of the workforce and sustainable educational development.

## LITERATURE REVIEW

### Grand Theory

The Grand Theory used in this study is Self-Determination Theory, the first theory developed by Edward Louis Deci and Richard Michael Ryan in their book, *Intrinsic Motivation and Self-Determination in Human Behavior*. This theory focuses on fulfilling three basic psychological needs: autonomy, competence, and relatedness. This serves as the overall foundation that can drive optimal behavior, employee well-being, and individual development.

### Job Satisfaction

Robbins and Judge explain that job satisfaction is a positive emotional state that arises as a result of an individual's evaluation of the characteristics of their job. This relates to the feelings experienced by individuals after performing the work. Although leaders and employees have a common goal for organizational progress, the level of job satisfaction varies. Meanwhile, according to Sutrisno, job satisfaction describes an employee's attitude towards their work, which is influenced by the conditions of the work environment, relationships between coworkers, awards or rewards received, as well as physical and psychological factors related to the work.

### Work Motivation

Widhiadnyani & Yanuar (2025) explain that work motivation is a psychological force that drives, directs, and maintains the consistency of individual behavior in achieving goals. The quality of work motivation is greatly influenced by the extent to which an individual's basic

needs, such as autonomy, competence, and a sense of connectedness, can be met. From the perspective of Self-Determination Theory, work motivation that is considered healthier and more long-term is work motivation that comes from intrinsic drives or forms of extrinsic motivation that have been internalized independently, not those that arise from pressure or merely external rewards.

### **Internal Communication**

Communication interactions carried out by two or more individuals aim to share information so as to foster a strong shared understanding (Arung & Sari, 2022). Internal Communication is communication that occurs in an office or organizational environment, this Communication can occur between employee and employee, employee and superiors, and superiors and superiors. Meanwhile, According to (Rizkyana et al., 2024), which defines that Internal Communication is an effort aimed at sharing to achieve togetherness, Internal Communication will be considered successful if both parties between communicators and communicants understand the message in the same way, Internal Communication is not only limited to conveying information, but also related to meaning that is in harmony with the parties involved, with mutual understanding it will be an indicator of the success of internal communication, because without a common understanding, it means that internal communication will be considered ineffective.

### **Career Sustainability**

The concept of career sustainability was further developed by (Schweitzer et al., 2023), who stated that career sustainability is achieved through a combination of employee career management and organizational support, such as providing competency development opportunities, continuous learning, work flexibility, and creating a work environment that supports employee well-being, thereby further enhancing the organization's strategy in career sustainability. According to (Ozbilen et al., 2024), career sustainability is defined as a series of individual career experiences that are interconnected through diverse patterns of continuity over time.

### **Hypotheses Development**

**H1:** Internal communication has a positive and significant effect on job satisfaction.

Internal communication improves job satisfaction by creating harmonious working relationships, fostering hope, and empowering employees to feel supported through effective two-way communication (Sulaiman et al., 2022). Internal communication can foster openness between leaders and employees in addressing issues and opinions, ultimately leading to a sense of satisfaction because their aspirations are heard, feedback is received, and their presence is seen as important to the organization's progress (Lufiyanti, D., Subiyanto, D., Purnamarini, 2025).

**H2:** Career sustainability has a positive and significant effect on job satisfaction.

Clear career sustainability opportunities also increase employee job satisfaction, as the better the organization's career sustainability offerings, the higher the employee's job satisfaction (Ozbilen et al., 2024). This aligns with research conducted by (Asfahani et al., 2023), (Udayar et al., 2024), and (Kilic & Kitapci, 2024), which found that career sustainability has a positive and significant effect on job satisfaction.

**H3:** Work motivation has a positive and significant effect on job satisfaction.

Work motivation is crucial for increasing job satisfaction. High motivation encourages employees to be more enthusiastic, focused, and feel their work needs are met, fostering a sense of satisfaction with their work (Awibowo & Ramli, 2025). This aligns with research conducted by (Idris et al., 2024), (Andrianto; et al., 2023), (Laurencia & Joyce, 2023), (Serang; et al., 2023), (Restuanto & Yuliantini, 2023), (Hajiali et al., 2022), (Muklis; et al., 2022), and (Alfatihah et al., 2024), which found that work motivation has a positive and significant effect on job satisfaction. The drive for achievement, social needs, and a sense of influence at work are all components of work motivation that can make employees feel more comfortable and satisfied with their jobs.

**H4:** Internal communication has a positive and significant effect on work motivation.

Research conducted by (Sitorus & Siregar, 2024) states that internal communication has a positive effect on employee work motivation, where effective internal communication between employees and leaders through trust, openness, support, and the creation of a sense of security in the organization can increase work motivation, thereby encouraging employees to provide optimal results in work and the best contribution to the organization.

**H5:** Career sustainability has a positive and significant effect on work motivation.

The importance of gaining support from the organization and effective supervisors to strengthen perceptions of career sustainability is crucial. This allows employees to feel more valued, receive clear direction, and have the opportunity to continue learning and contributing. This ultimately increases feelings of engagement, responsibility, and work enthusiasm, which directly impact work motivation (Jacob & Mosquera, 2025). This aligns with research conducted by (Ces et al., 2022) and (Doğan et al., 2025) that found career sustainability has a positive and significant influence on work motivation.

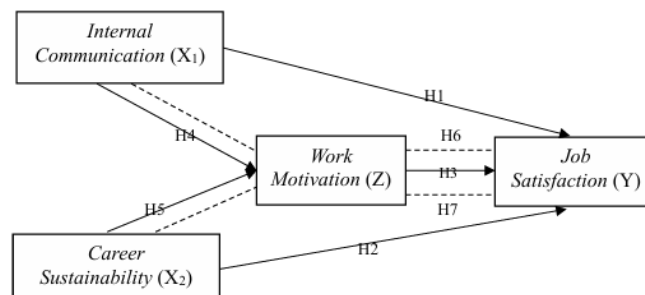
**H6:** Internal Communication has a positive and significant effect on Job Satisfaction with Work Motivation as a mediator.

A good understanding and certainty will build a positive assessment of the working conditions and roles played by individuals, which ultimately influences increased job satisfaction (Arung & Sari, 2022). This is in line with research conducted by (Santos et al., 2024) that work motivation will be able to play a role in mediating the influence of internal communication on job satisfaction, if through the mediating role of organizational support perceived by employees.

**H7:** Career Sustainability has a positive and significant effect on Job Satisfaction with Work Motivation as a mediator.

Career sustainability plays a crucial role in shaping and enhancing employee job satisfaction through work motivation. This aligns with research conducted by (Tschelisnig & Westerlaken, 2022) that found career sustainability has a positive and significant effect on job satisfaction, mediated by work motivation.

Figure 1. Conceptual Framework



**METHOD**

The research method used is a quantitative research method with a causal associative research design that aims to explain the cause-effect relationship between variables. Quantitative research focuses on collecting data in the form of numbers or numerical data through analysis with statistical techniques in testing hypotheses. Because this study assesses the influence of internal communication and career sustainability on job satisfaction mediated by work motivation, educational staff are more appropriate to be respondents because they directly feel the impact of the leadership policy, if involving leaders as respondents can potentially cause bias (not in actual conditions) in the assessment, because leaders will tend to assess the communication and career sustainability system and working conditions more positively, because leaders are in the position of managing the system. With a total population (N) of 140 permanent employees who are still actively working at Mercu Buana University, the results of the number of samples from Slovin calculations are 104 permanent employees who are still actively working at Mercu Buana University as respondents. Data were collected through an online questionnaire distributed via Google Forms and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS software.

**RESULTS AND DISCUSSION**

**Results**

The presentation of the characteristics of respondents in this study aims to provide comprehensive information regarding the profile of educational staff involved as respondents in this study. Thus, it can clarify the research conditions and strengthen the analysis of the relationship between the variables studied.

Table 1. Result Characteristics

Characteristics	Frequency	Percentage
<b>Gender</b>		
Male	65	63%
Female	39	38%
<b>Age</b>		
<28 years	6	6%
29-41 years	76	73%
42-51 years	16	15%
>52 years	6	6%
<b>Years of Service</b>		

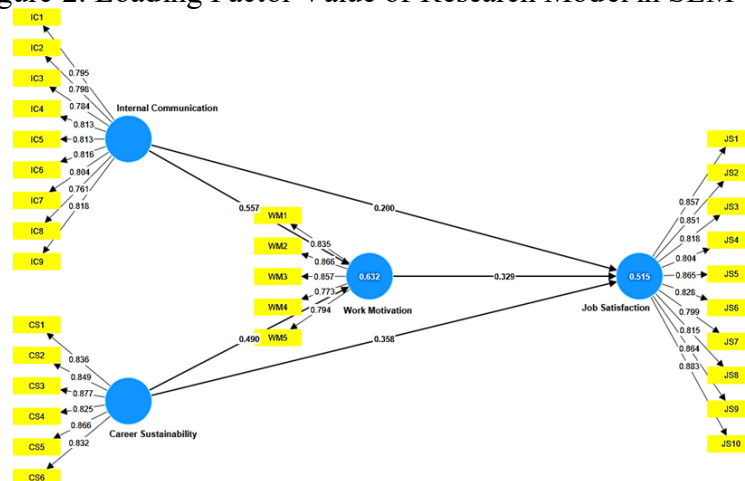
Characteristics	Frequency	Percentage
3-5 years	20	19%
6-10 years	51	49%
10-20 years	19	18%
>20 years	14	13%
<b>Highest Education</b>		
D3	9	9%
S1	73	70%
S2	22	21%
S3	0	0%

Based on the age level table, the majority of respondents are in the age range of 29 - 41 years, which is 76 people or 73%. Furthermore, respondents aged 42 - 51 years amounted to 16 people or 15%. Respondents aged under 28 years and over 52 years each amounted to 6 people or 6%. This can be said that most respondents are in the productive age. Most respondents have a work period of 6 - 10 years, which is 51 people or 49%. Respondents with a work period of 3 - 5 years amounted to 20 people or 19%, while a work period of 10 - 20 years amounted to 19 people or 18%. Meanwhile, respondents with a work period of more than 20 years were recorded as 14 people or 13%. This data shows that the majority of respondents have had sufficient work experience. Based on the data above, it shows that respondents with a bachelor's degree as their last educational background are the most dominant group, namely 73 people or 70% of the total respondents. Furthermore, respondents with a master's degree as their last educational background are 22 people or 21%. Meanwhile, respondents with a diploma degree as their last educational background are 9 people or 9%. Meanwhile, there are no respondents with a doctoral degree in this study.

**Outer Model**

This testing process aims to ensure that each indicator used to measure the latent variable (construct) consistently produces measurements that align with the research concept. According to (Hair et al., 2022), an indicator that meets validity requirements has a loading factor value of more than 0.70. In this study, the data was analyzed using the Smart PLS program. The calculation results in a loading factor value that can be seen below:

Figure 2. Loading Factor Value of Research Model in SEM-PLS



The output of the loading factor value at this testing stage shows that all statements of the Internal Communication, Career Sustainability, Work Motivation and Job Satisfaction variables have a loading factor value of  $> 0.70$ , so it can be said that all indicators/statements used are valid or successful in measuring the correlation between the indicator/statement scores and their constructs/variables, thus supporting the construct validity of the measurement model.

**Table 2. Average Variance Extracted (AVE) Value**

<b>Variable</b>	<b>Average Variance Extracted</b>	<b>Explanation</b>
<i>Internal Communication</i>	0.641	Valid
<i>Career Sustainability</i>	0.719	Valid
<i>Work Motivation</i>	0.682	Valid
<i>Job Satisfaction</i>	0.704	Valid

These four variables have an Average Variance Extracted (AVE) value above 0.50, meaning that all variables in this study show good and valid convergent validity.

Reliability testing aims to ensure that research instruments can produce consistent results when reused under relatively similar conditions. Reliability evaluation in this study was conducted by examining Cronbach's alpha and composite reliability values. The results of data processing using the Smart PLS program for these two indicators are shown in the following table:

**Table 3. Cronbach's Alpha and Composite Reliability Value**

<b>Construct</b>	<b>Cronbach's alpha</b>	<b>Composite reliability</b>	<b>Result</b>
<i>Career Sustainability</i>	0.922	0.939	Reliable
<i>Internal Communication</i>	0.930	0.941	Reliable
<i>Job Satisfaction</i>	0.953	0.960	Reliable
<i>Work Motivation</i>	0.883	0.915	Reliable

Table 4 shows that the Cronbach's alpha and composite reliability values for each variable were above 0.7, making them suitable for use in further analysis. This indicates that all variables in the study have a good level of reliability, meaning the instruments used are consistent and reliable in measuring the variables and their indicators.

## **Inner Model**

### **Hypothesis Test**

In this research, hypothesis testing within the PLS-SEM framework was conducted to assess whether the proposed relationships among variables were empirically supported. The evaluation was based on t-statistic values generated through the bootstrapping procedure in SmartPLS 4.0.9.9 At a significance level of 0.05 with a one-tailed test (critical t-value = 1.650), a hypothesis was considered supported when the p-value was below 0.05 or the t-statistic exceeded 1.650, and rejected otherwise. The findings, as summarized in Figure 3 and Table 5, provide empirical evidence to determine the extent to which the structural model is consistent with the observed data.

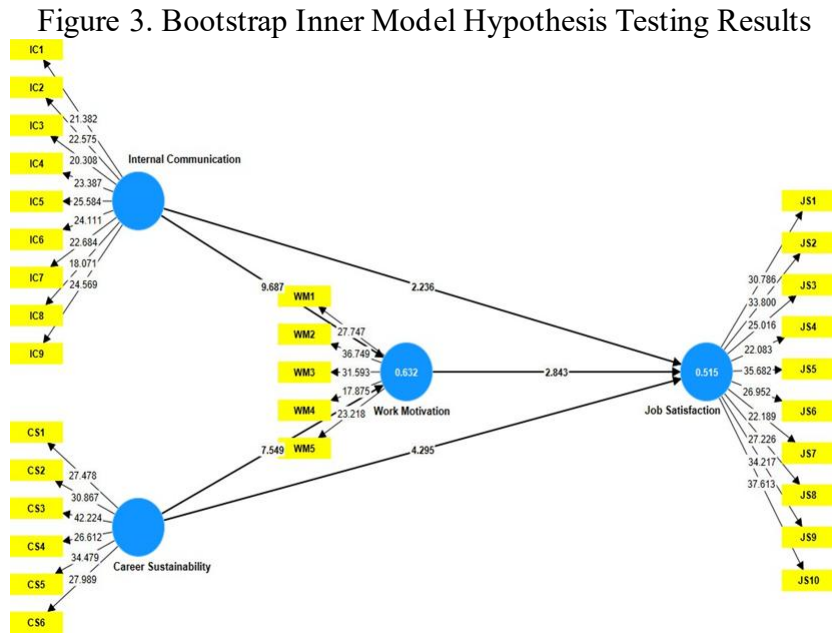


Table 4. Hypothesis test

Relationship between constructs	Original sample	T statistics	P values	Effect
<b>Direct Effect</b>				
Internal Communication -> Job Satisfaction	0.200	2.236	0.013	Significant
Career Sustainability -> Job Satisfaction	0.358	4.295	0.000	Significant
Work Motivation -> Job Satisfaction	0.329	2.843	0.002	Significant
Internal Communication -> Work Motivation	0.557	9.687	0.000	Significant
Career Sustainability -> Work Motivation	0.490	7.549	0.000	Significant
<b>Indirect Effect</b>				
Internal Communication -> Work Motivation -> Job Satisfaction	0.183	2.696	0.004	Significant
Career Sustainability -> Work Motivation -> Job Satisfaction	0.161	2.468	0.007	Significant

**Discussion**

From the results of the seven hypotheses above, the explanation of the results of testing each hypothesis can be seen as follows.

**The Influence of Internal Communication on Job Satisfaction**

The results of the first hypothesis test (H1) using the SEM PLS analysis above show a P-value of  $0.013 < 0.05$  and T-value (T-statistic) is  $2.236 > T$ -table of 1.645. Therefore,  $H_a$  is accepted and  $H_o$  is rejected, meaning that Internal Communication has a partial positive and significant effect on Job Satisfaction. The findings of this study indicate that internal communication has a positive and significant impact on job satisfaction among employees at Mercu Buana University. This reflects that effective, open, and focused internal communication can directly contribute to increased employee job satisfaction. With good two-way

communication between superiors and subordinates, employees will feel more valued, heard, and have clarity in carrying out their duties and responsibilities. This result is in line with previous research by (Lufiyanti, D., Subiyanto, D., Purnamarini, 2025) and (Nasution, M. I., Syahlina, M., Hou, A., Tambunan, D., Chaniago, 2023) which shows that internal communication has a positive and significant effect on job satisfaction, especially encouraging openness between leaders and employees in conveying problems and opinions, which ultimately makes them feel satisfied because the aspirations they convey are heard and receive feedback and their existence is considered important in the progress of the organization.

### **The Influence of Career Sustainability on Job Satisfaction**

The results of the second hypothesis test (H2) with the SEM PLS analysis above show that the P-value is  $0.000 < 0.05$  and T-value (T-statistic) is  $4.295 > T\text{-table of } 1.645$ . Therefore,  $H_a$  is accepted and  $H_o$  is rejected meaning that partially Career Sustainability has a positive and significant effect on Job Satisfaction. This study shows that Career Sustainability has a positive and significant impact on job satisfaction at Mercu Buana University. This indicates that clear and targeted career sustainability can directly contribute to increased employee job satisfaction. Employees who recognize opportunities to improve their skills, participate in training, and have a bright outlook for their future careers within the company tend to view their jobs positively. These results also align with previous research by (Ozbilen et al., 2024), which found that career sustainability significantly increases job satisfaction. Furthermore, they found that companies can improve job satisfaction by providing career sustainability programs, such as training and mentoring, to strengthen employees' perceptions of future career prospects.

### **The Influence of Work Motivation on Job Satisfaction**

The results of the third hypothesis test (H3) using the SEM PLS analysis above indicate a P-value of  $0.002 < 0.05$  and T-value (T-statistic) is  $2.834 > T\text{-table value of } 1.645$ . Therefore,  $H_a$  is accepted and  $H_o$  is rejected, meaning that Work Motivation has a partial positive and significant effect on Job Satisfaction. The research results show that work motivation has a positive and significant effect on job satisfaction at Mercu Buana University. This reflects that strong work motivation, whether internal or external to the individual, can significantly contribute to employee job satisfaction. The higher the work motivation, the higher the job satisfaction experienced by employees in carrying out their duties and responsibilities. This finding is supported by (Awibowo & Ramli, 2025), who found that work motivation significantly increases job satisfaction in the manufacturing sector. In their research at PT Tembaga Mulia Semanan Tbk, work motivation is crucial in increasing job satisfaction.

### **The Influence of Internal Communication on Work Motivation**

The results of the fourth hypothesis test (H4) using the SEM PLS analysis above indicate a P-value of  $0.000 < 0.05$  and T-value (T-statistic) is  $9.687 > T\text{-table value of } 1.645$ . Therefore,  $H_a$  is accepted and  $H_o$  is rejected, meaning that internal communication has a partial positive and significant effect on work motivation. The results of this study indicate that internal communication has a positive and significant impact on work motivation at Mercu Buana University. This finding indicates that an open, clear, and focused internal communication system is crucial in boosting employee work motivation, particularly in completing tasks and responsibilities. Transparent information delivery and two-way communication between leaders and subordinates foster a shared understanding of organizational goals, leading to higher work morale. These results align with previous research (Sitorus & Siregar, 2024) found

effective internal communication plays a crucial role in providing clarity on tasks and work information, as well as increasing work motivation by building positive relationships between leaders and staff. This allows employees to feel more appreciated and motivated to perform optimally.

### **The Influence of Career Sustainability on Work Motivation**

The results of the fifth hypothesis test (H5) with the SEM PLS analysis above show that the P-value is  $0.000 < 0.05$  and T-value (T-statistics) is  $7.549 > T$ -table of 1.645. Therefore,  $H_a$  is accepted and  $H_o$  is rejected meaning that partially Career Sustainability has a positive and significant effect on Work Motivation. The results of this study indicate that career sustainability has a positive and significant impact on work motivation at Mercu Buana University. This finding indicates that having a long-term career sustainability plan and opportunities for self-development will increase work motivation in carrying out responsibilities to achieve the organization's vision and mission, as well as seeing the connection between their work and future career sustainability. Employees will feel more confident in their career paths if they have opportunities for skill development, support from a well-organized promotion system, and work that aligns with their personal values. This environment will make employees feel more secure and have positive expectations for their future, thus encouraging them to work with greater enthusiasm and responsibility. These results align with previous research. In a study conducted by (Jacob & Mosquera, 2025) in the IT industry project management sector, career sustainability also has the potential to strengthen work motivation because it can create a sense of security, opportunities for competency development, and alignment of work values.

### **The Influence of Internal Communication on Job Satisfaction through Work Motivation**

The results of the seventh hypothesis test (H6) with the SEM PLS analysis above show that the P-value is  $0.004 < 0.05$  and T-value (T-statistics) is  $2.696 > T$ -table of 1.645. Therefore,  $H_a$  is accepted and  $H_o$  is rejected, meaning that simultaneously Internal Communication has a positive and significant effect on Job Satisfaction through Work Motivation. The results of this study indicate that work motivation acts as a mediating variable in the relationship between internal communication and job satisfaction at Mercu Buana University. Effective internal communication does not directly increase job satisfaction, but rather fosters employee work motivation through an open, clear, and focused communication system. Employees feel more valued and understand their roles and organizational goals, thus fostering a stronger work drive. This drive then contributes to increased job satisfaction within the organization. This research is supported by (Santos et al., 2024), who stated that work motivation plays a role in improving internal communication and job satisfaction across various organizational sectors in Portugal. Effective internal communication not only creates a more open and participatory flow of information but also builds employees' intrinsic motivation, ultimately strengthening positive job evaluations. Therefore, work motivation acts as a psychological mechanism that bridges the influence of internal communication on job satisfaction within organizations.

### **The Influence of Career Sustainability on Job Satisfaction through Work Motivation**

The results of the seventh hypothesis test (H7) with the SEM PLS analysis above show that the P-value is  $0.007 < 0.05$  and T-value (T-statistics) is  $2.468 > T$ -table of 1.645. Therefore,  $H_a$  is accepted and  $H_o$  is rejected, meaning that simultaneously Career Sustainability has a positive and significant effect on Job Satisfaction through Work Motivation. The research

results show that work motivation acts as a mediating variable in the relationship between career sustainability and job satisfaction at Mercu Buana University. Career sustainability does not directly increase job satisfaction, but rather first influences the formation of employee work motivation. Organizations that provide clear career development directions, provide opportunities for skill development, and create alignment between tasks performed and individual values and personal goals will lead employees to have a more optimistic outlook on their professional future. This outlook can foster enthusiasm for work, increase engagement in task completion, and encourage more optimal contributions, ultimately resulting in increased overall employee job satisfaction. Recent research further strengthens the model in which career sustainability plays a key role in triggering work motivation, which in turn positively impacts job satisfaction. (Tschelisnig & Westerlaken, 2022) found that career sustainability practices in the workplace, particularly in the hospitality industry at the Novotel Amsterdam Schiphol Airport in the Netherlands, increased job satisfaction through work motivation. This research demonstrates that implementing various sustainability initiatives in the workplace can increase work motivation because employees perceive their work as more meaningful and aligned with the organization's sustainability values. This increase in work motivation then has an impact on the emergence of a sense of pride in the organization, commitment to work and increased employee job satisfaction.

## CONCLUSION

This study concludes that internal communication and career sustainability have a positive and significant impact on job satisfaction and work motivation among the teaching staff at Mercu Buana University. Open internal communication encourages transparency, reduces job ambiguity, and increases employee appreciation and engagement, although improvements in information consistency and feedback mechanisms are still needed. Career sustainability also increases job satisfaction and motivation due to the alignment of work with values and life goals, but a clear long-term career path is still needed. Furthermore, work motivation has been shown to significantly influence job satisfaction, particularly through work freedom, which encourages independence and potential development. Work motivation also acts as a partial mediator in the relationship between internal communication and career sustainability and job satisfaction. Practically, organizations are advised to maintain alignment of work with individual values through structured career development programs, mentoring, and needs-based training. Work-life balance issues need to be addressed through workload management, work flexibility, and welfare programs. To increase motivation, it is necessary to strengthen employee empowerment, implement output-based work systems, and enhance professionalism through transparent performance management and achievement-based rewards. In terms of communication, organizations need to develop regular communication forums, digital feedback systems, and collaborative work systems supported by clear standard operating procedures (SOPs). Meanwhile, job satisfaction needs to be maintained through employee engagement programs and enhanced by improving the compensation system to be fairer and more transparent. For future researchers, it is recommended to add other variables such as leadership, organizational culture, and the work environment, expand the research object across sectors, and use more diverse methodological approaches such as longitudinal or mixed methods. Furthermore, exploration of other mediating or moderating variables is also needed to deepen our understanding of the relationships between variables.

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